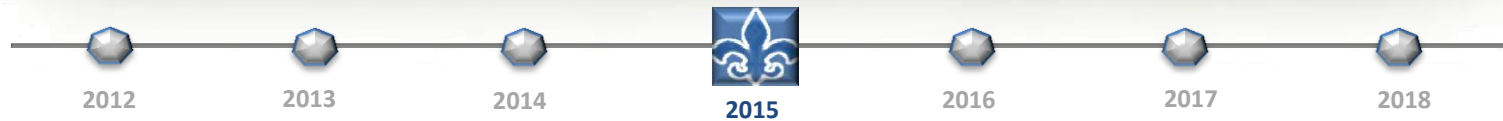


Strategic Plan Update

January

2015



Office of Internal Audit

Our Mission is to proactively provide independent, objective assurance and consulting activities to assist both policy makers and program managers in providing high - quality services in a manner that is accountable, efficient, effective and ethical. We are committed to being the preeminent provider of value added services and to continual improvement of our audit process to make it ever more responsive to our client's needs.





Message from the Mayor...



Mayor Greg Fischer

Dear citizens:

As we enter the third year of our strategic plan, citizens can see considerable progress toward our five objectives and 21 goals. From increasing the number of services available online to creating an even safer city to growing jobs and wages, my team is focused on our common dream for Louisville -- to create a clean, green, safe and inclusive city where people love to live and work. The Six-Year Strategic Plan is a roadmap for getting us there -- and you will see that some of our goals have been updated and revised to better reflect the work we've already accomplished -- and the work ahead. We have achieved our goal to plant 10,000 trees but have committed to continuing our green and sustainability efforts in working to reduce our carbon footprint. We have also adopted a goal to foster a culture of life-long learning, creativity and innovation to ensure all of our citizens have opportunities to succeed.

When viewing the strategic plan, take a look using the three lenses through which we view our work here in Metro Government:

- *Daily work* -- the day-to-day items that keep city government running efficiently and effectively;
- *Continuous Improvement* -- improving on that daily work;
- *Innovation and Breakthrough* -- creating and implementing those big ideas that propel us forward as a government and as a city.

I encourage citizens to review the goals and objectives -- along with the data and metrics behind them -- to learn more about how their city government is working for the betterment of Louisville, every single day.

I welcome your feedback. My contact information is below, please to let us know your overall thoughts and which goals you feel strongly about so we can continue to work together to make Louisville a great place.

Thank you for allowing me to serve as your Mayor.



CONTENTS

ENTERPRISE PLANNING GOVERNANCE

- METRO PLANNING CYCLE
- METRO PLANNING CALENDAR

4

OUR SCOPE OF REFERENCE

- OUR PURPOSE AND VISION
- THE CITY'S FIVE STRATEGIC OBJECTIVES
- REFLECTIONS FROM CHIEF HESEN
- DEPARTMENT STRATEGIC OBJECTIVES

7

PROGRESS AND PERFORMANCE

- MATURING: A JOURNEY OF CHANGE
- THE DEPARTMENT'S PROGRESS REPORT
- KEY PERFORMANCE INDICATORS (KPIs)
- CHANGE REPORT
- ACCOMPLISHED GOALS REPORT
- STRATEGIC PLANNING TERMS

12

ENTERPRISE GOVERNANCE DOCUMENTS

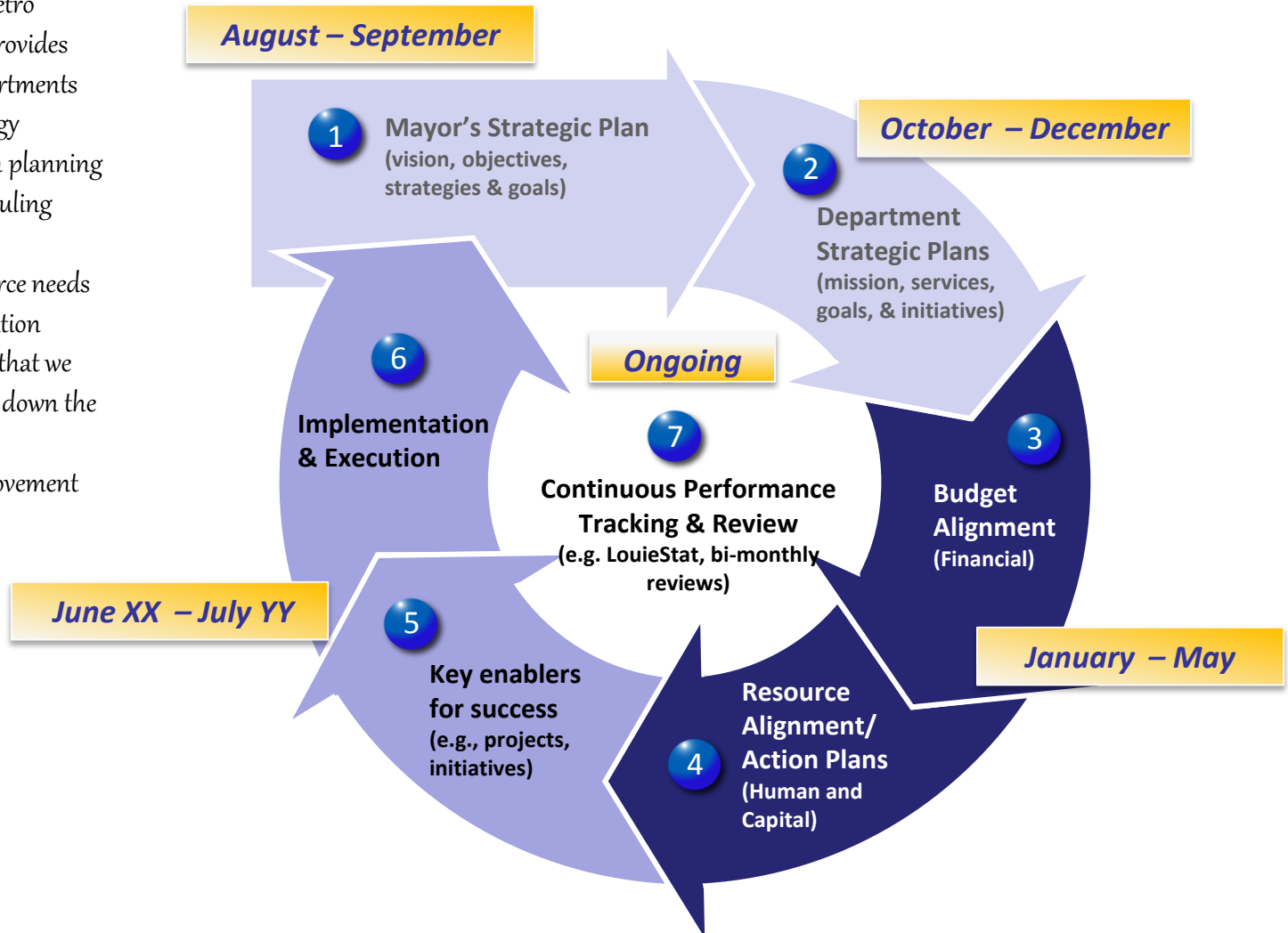
- METRO PLANNING CYCLE
- METRO PLANNING CALENDAR



2015

Louisville Metro Planning Cycle

The Louisville Metro Planning Cycle provides guidance to departments on syncing strategy development with planning milestones, scheduling project timelines, forecasting resource needs and setting execution dates. It ensures that we continue to move down the road of the city's continuous improvement journey.



2015

Louisville Metro Planning Calendar

The Louisville Metro Planning Calendar provides a monthly reference point for tracking planning deliverables throughout the year. It also affords Metro leadership both an enterprise and departmental overview of strategic planning responsibilities and reporting milestones.

May	June	July	August	Sept.	Oct.	Nov.	Dec.	Jan	Feb	March	April
	Final Budget Released	Start of New Fiscal Year						Mayor Releases Strategic Plan			
Louisville Metro Current State Internal Assessment (Progress toward goals)			Louisville Metro Senior Leadership Planning Retreat	Refine Louisville Strategic Plan	Share Updated Plan with Departments				Mayor and Senior Staff review and reconcile with Mayor’s priorities and work with Departments and OMB to finalize budget proposal by May 1		
Louisville Metro External Assessment (e.g., Macro Trends, Benchmarks, Best practice)					Refine Department 6 Year Strategic Plans			Departments Finalize Strategic Plans & Develop 1 year Budgetary and Action Plans		Departments finalize 1 year Budgetary and Action Plans	
	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Departments conduct their own internal and external assessments		Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor	Mayor reports Strategic Plan progress to Citizens	Departments report Strategic Plan progress to Directors	Directors report Strategic Plan progress to Chiefs	Chiefs report Strategic Plan progress to Mayor
Implementation, Tracking and Execution of Strategic Plans (ongoing)											

Mayor's Office

Departments

Mayor's Office & Dept. Directors



2015

OUR SCOPE OF REFERENCE

- OUR PURPOSE AND VISION
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2015



Our Purpose and Vision...

Louisville Metro Government is the catalyst for creating a world-class city that provides its citizens with safe and vibrant neighborhoods, great jobs, a strong system of education and innovation, and a high quality of life.



"Louisville is a city of lifelong learning and great jobs, wellness, and compassion"

Mayor Greg Fischer

The City's 5 Strategic Objectives: 6-Year Plan

1. Deliver Excellent City Services

We strive to be the best city government in America and will use a robust measurement system to drive employee performance and track our results.

2. Solve Systemic Budget Issues

We will resolve the structural budget imbalance that limits our city and its growth. Our expenses cannot continue to outpace revenue growth.

3. Take Job Creation To The Next Level

We will create a culture of innovation that fosters the growth of 21st Century jobs, focusing on our strategic economic development strengths—lifelong wellness and aging care, value-added logistics, advanced manufacturing, and the food and beverage industry. We will champion a business-friendly entrepreneurial environment that recognizes education is the foundation for job creation. We will work with our schools, colleges and universities to deliver a 21st century workforce.

4. Invest In Our People And Neighborhoods

We will build on Louisville's unique and creative people and history, embracing all citizens and our growing international population, by improving public transportation, the arts, and our parks. We will ensure a safe, inclusive, clean and green city -- a city that looks toward the future by capitalizing on our diverse population, our geography, and the Ohio River.

5. Create Plans For A Vibrant Future

We will develop and begin implementation of a 25-year vision for the city, including targeted neighborhood revitalization. The vision will detail how the city will look, feel and flow in the short, mid, and long term.



2015

These five objectives are the ultimate outcomes the Fischer Administration is working hard to achieve. ✓



Reflections from the Chief of Staff...

Mayor's Office



Ellen Heslen

Implementing a Strategic Planning process within Louisville Metro has added value to our agencies and to the administration. It has provided a real process so that the Mayor's vision for Louisville is strategically planned in order to drive policy decisions which, in turn, drives the budget - rather than the reverse. It also ensures that when we execute the Mayor's vision and goals, we are doing so in an efficient, transparent and compassionate manner.



The Department's Strategic Objectives

The following functional objectives are high-level accomplishments that the department is focused on achieving over the next six years. ✓

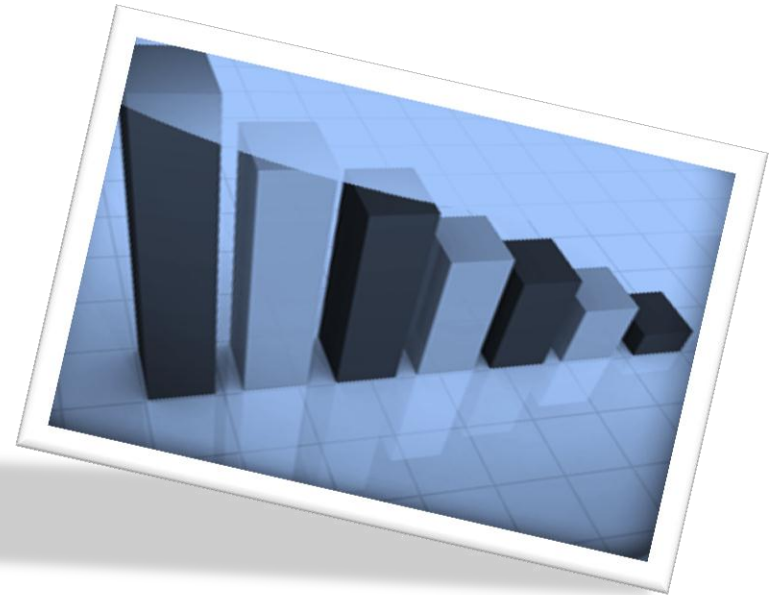
	Title	Description
1.	Business Objectives and Goals	Establish and maintain effective controls to ensure that programs meet their goals and objectives.
2.	Compliance with Applicable Laws and Regulations	Establish and maintain effective controls to ensure identification of and compliance with applicable laws and regulations.
3.	Safeguard Resources	Establish and maintain effective controls to ensure resources are safeguarded against waste, loss and misuse.
4.	Accuracy and Reliability of Financial Information	Establish and maintain effective controls to ensure that valid and reliable data are obtained, maintained and fairly disclosed.



2015

PROGRESS AND PERFORMANCE

- MATURING: A JOURNEY OF CHANGE
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- CHANGE REPORT
- ACCOMPLISHED GOALS REPORT
- STRATEGIC PLANNING TERMS



2015



Maturing: A Journey Of Change

Wow, it's been an amazing year!

I can hardly believe that it's only been three years since Louisville Metro's Strategic Planning process became an enterprise-wide reality--taking our city's governance process to an unparalleled position amongst our peer cities.

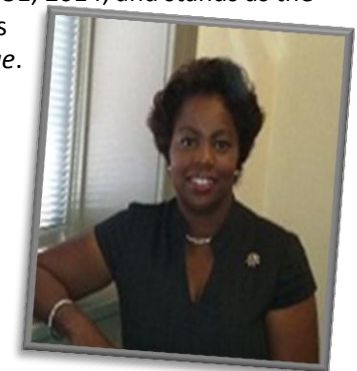
Over the past three years we have collaboratively planned and executed on our strategic plans; including both citizens and community stakeholders in the planning process. In 2012, we took community feedback, along with our internal benchmarking research, and created the inaugural version of the City's 6-year strategic plan. That same year, each of our departments in turn aligned their work against the City's plan and created their own 6-year strategic plans. It was Metro's first attempt at developing both a comprehensive and inclusive roadmap for the City's future. We published those plans in January 2013. During 2013, as with any pursuit toward excellence, we challenged ourselves to implement *authentic* change---the kind of change that is proactive, far-reaching, influential and enduring. We took time to become "enterprise aware"; we standardize our planning cycle, benchmarked strategic planning methodologies, initiated a quality assessment of our data and data sources and started evaluating our performance management capabilities. This past year, we've been more engaged and diligent than ever: thinking critically about how to truly capitalize upon the invaluable experience, knowledge and skill sets of our Community Partners; while conducting sober assessments about how to improve upon last year's progress. In fact, our planning theme for 2014 was "*Let's GO to the Next Level!*"

In 2014, we consciously took aggressive steps to improve the overall quality of the City's strategic planning work. First, we responded by enhancing our technology based tracking and recording process to not only accurately and confidently provide real-time strategic plan updates, on both our progress and performance, but to do so for any team member, at any time and across the entire enterprise. Second, we trained and certified 20 of our Strategic Planning Liaisons (SPLs) on

the Balanced Scorecard Institute's methodology for establishing an integrated strategic planning and management system. The Mayor's executive team viewed this training as a critical step in the evolution of our enterprise capacity building effort. We now have department based resources that are not only prepared to manage their department's strategic planning work and coordinate that work with OPI; but are capable of being deployed as *Enterprise* strategic planning assets ---focused on cross-functional strategic planning projects and enterprise level initiatives, both internally and externally. Third, we established a weekly *Strategic Monitoring & Diagnosis Forum*; consisting of an executive level cross-functional team -- including the Mayor! The team was tasked with applying their respective subject matter expertise to rigorously evaluating plan progress, problem solving for resource allocation misalignment and recommending resolutions for Risk. In doing so, they provided our departmental leadership with a comprehensive performance evaluation of plan progress from an enterprise perspective. Finally, we took a *Collective Impact* perspective regarding collaborative engagement. We invited engagement at every tier -- whether Citizen, Community Partner, City-Enterprise, Department or Team--and revisited our planning process and plan collectively. We re-evaluated our strategic purpose: amending language and clarifying intent; reassessed how we measured success: refining our ideas about outcomes versus outputs; and co-created across-the-board resolutions: resolving systemic issues and mitigating the various risks we encountered respectively. Collectively, the City engaged continuous improvement. The progress report that follows covers strategic efforts from January 1, 2012 to December 31, 2014; and stands as the department's historical record of our City's respective and collective *Journey of Change*.

Strategy!

DeVon M. Hankins
Deputy Director of Strategic Planning





Status Legend									
Health				Progress				Reported in LouieStat	
<p> Not Started: Not started but is expected to start on time</p> <p> Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date</p> <p> Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date</p> <p> On-track: In progress, on schedule, and expected to be completed on time</p> <p> Accomplished: Is completed</p>				<p> 25% - some action steps, required for the initiative, are completed</p> <p> 50% - about half the action steps, required for the initiative, are completed</p> <p> 75% - most action steps, required for the initiative, are completed</p> <p> 100% - all action steps, required for the initiative, are completed</p>				<p> yes</p> <p> no</p> <p> not applicable</p>	
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
<p>1. Increase Staff Productivity : Increase our staff productivity rate by 3% before CY 15 and at least 6% before CY 17. Our goal is to achieve a productivity rate at or above the industry average of 75%.</p>			<p>Baseline: Staff Productivity Rate 69.5% (CY12)</p> <p>Target: Staff Productivity Rate 72% (CY14)</p> <p>Current: Staff Productivity Rate 73% (CY14)</p> <p>Target: Staff Productivity Rate 75% (CY16)</p>	Process		Implement time management summary : Implement time management summary sheets to track employees productivity bi-weekly. Progress is measured by the percentage of Time Management Time Summary Sheets submitted each week.	Complete		
						Streamline Processes: Perform a Lean project to streamline audit processes and increase efficiency. Progress is measured by implementing the new process.	Management attended Lean training and is in process of performing the project. Project to be restarted in CY 2015		
						Decrease general administrative hours: Overall general administrative hours for each auditor would decrease with the addition of a permanent administrative assistant. Progress is measured by the % increase in productivity.	Seeking funding for this position for the upcoming budget cycle for Fiscal Year 2016.		
<p>2. Complete Annual Audit Plan : Complete 90% of the annual audit plan each fiscal year by the end of FY15, depending on the occurrence of unforeseen events that may cause fewer resources to be available for projects scheduled in the annual audit plan. Our goal is to improve upon performance in prior years, in which we completed less than 90% of the annual audit plan due to the occurrence of unforeseen events. The annual audit plan is a document created at the beginning of each fiscal year that includes a list of projects that the Office of Internal Audit plans to complete during the year.</p>			<p>KPI: % of planned projects completed each fiscal year</p>	Process		Improve and increase communications : Improve and increase dialogue with the administrative and legislative branches of government. Communicate area of concern and high risk. Progress is measured based on a more relevant annual audit plan.	Complete		
						Effectively Deploy Resources: Effectively deploy resources in order to assign staff to projects in accordance with their strengths and skill levels. Progress is measured by increased productivity.	Complete		
						Conduct Periodic Skills Assessment: Conduct bi-annual skills assessment to determine staff's areas of strengths and weakness. Progress is made when staff are assigned based on strengths and weaknesses.	Benchmarking skill assessment tools.		
						Create Realistic Audit Plan: Create realistic audit plan that is achievable within the year.	Chief Audit Executive created annual audit plan September 2014.		



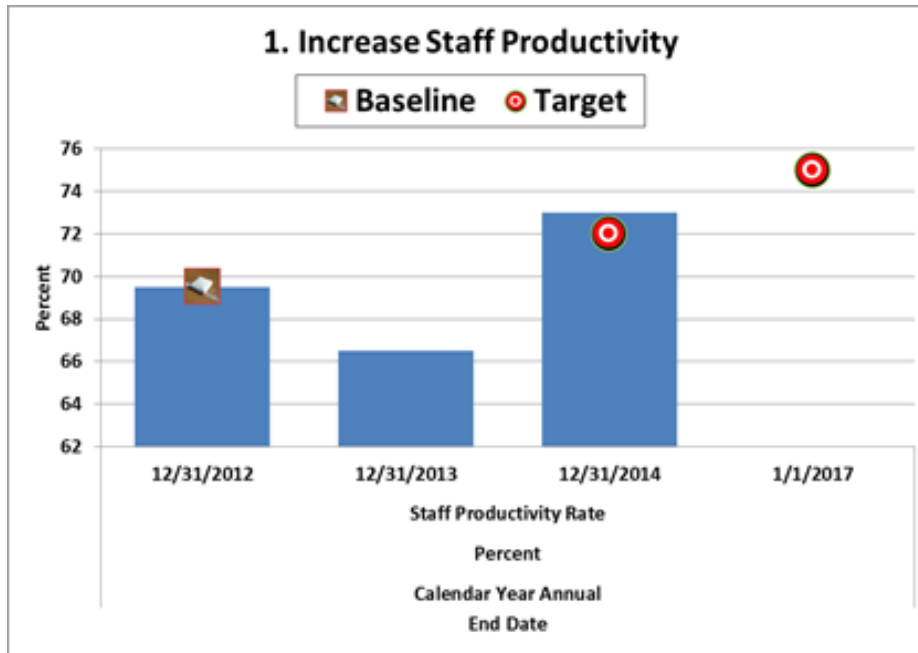
Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time				25% - some action steps, required for the initiative, are completed				yes	
Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50% - about half the action steps, required for the initiative, are completed				no	
Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date				75% - most action steps, required for the initiative, are completed				not applicable	
On-track: In progress, on schedule, and expected to be completed on time				100% - all action steps, required for the initiative, are completed					
Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
4. Entity Wide Risk Assessment: Identify risk management processes within each of Metro's Departments and Agencies by FY17. Risk management processes include a department or agency's process for identifying, analyzing, and subsequently accepting or mitigating risk. By definition, an entity wide assessment of risk management includes 100% of departments and agencies within the organization.			KPI: % of Departments Agency's assessed	Project		Partner with other risk and control functions: Partner with other risk and control functions, such as the Office of Performance Improvement, to create a protocol for risk management.	Identifying risk and control functions within Louisville Metro Government. Partner with OPI on risk presentations to directors and strategic plan liaisons.		
						Serve as a catalyst for the formation of an enterprise risk council: Serve as a catalyst for the formation of an enterprise risk council (i.e. cross functional team) to evaluate Louisville Metro Government's current risk management processes and implement an enterprise-wide risk management framework.	Complete		
						Perform A Pilot Assessment of 50% of the Organization: Perform a pilot assessment of 50% of the organization before implementing an entity-wide assessment of risk management.	Reviewing the internal audit enterprise risk assessment as a baseline.		
						Plan and Develop Risk Assessment: Plan and develop a Risk Assessment that will go out to the Louisville Metro departments.	Research best practices to create a Risk Assessment that can be sent to Louisville Metro departments.		
5. Electronic Work Paper System: Begin implementing the automation of an electronic work paper system during Fiscal Year 2018. Our goal is to reduce the use of hard copy audit files by 75%, as we currently retain 100% of our audit files in paper form.			KPI: % of project activity performed and retained completely with SharePoint	Project		Create a solution: Internal Audit has the opportunity to create a technology based solution at no cost which will create, organize and share audit file documentation.	Pursuing the use of SharePoint software as a tool to create, organize and share audit file documentation.		
						Train the trainer: "Train the trainer" in the utilization of SharePoint software.	Assigned a team member to attend monthly SharePoint training sessions held by Metro Technology Services.		
6. Identify Savings and Recoveries: Include the total amount of potential dollar recoveries and savings identified during the fiscal year annually in our Activity Report before January of FY 2018. We would like to increase the information that we currently, report as we do not currently track and report this information.			KPI: Dollar recoveries and savings identified during an engagement	Process		Quantify Recoveries and Savings in Audit Reports: Quantify recoveries and savings in annual audit report.	Management is in process of creating a tracking tool to record savings identified in projects throughout the year.		
						Savings and Recovery Tracking Mechanism: Create an Excel spreadsheet to track savings, recoveries, and financial impact of findings (i.e. dollar amount of findings).	The initiative has not started.		



Status Legend									
Health				Progress				Reported in LouieStat	
<p>Not Started: Not started but is expected to start on time</p> <p>Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date</p> <p>Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date</p> <p>On-track: In progress, on schedule, and expected to be completed on time</p> <p>Accomplished: Is completed</p>				<p>25% - some action steps, required for the initiative, are completed</p> <p>50% - about half the action steps, required for the initiative, are completed</p> <p>75% - most action steps, required for the initiative, are completed</p> <p>100% - all action steps, required for the initiative, are completed</p>				<p>✓ yes</p> <p>✗ no</p> <p>● not applicable</p>	
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
7. Increase Staff Certification : Increase our staff certification level from the current 42% to 85% by FY16. The Certified Internal Auditor designation, while not required, is encouraged for all Internal Audit staff members.			KPI: Percentage of certified employees Baseline: Certified Employees 42% (FY14) Target: Certified Employees 85% (FY15)	Process		Increase Staff Certification: Purchase study materials for staff and allow time during the work day to study for the certification exam.	Continually informing staff of the certification opportunity and having the funds for the study materials readily available.		
8. Implementation of Audit Recommendations: Starting in CY 2017, on an annual basis, 90% of the audit recommendations provided to audit clients, during the previous year, should be fully implemented or in the process of being implemented within 12 months after the audit report is issued. Currently audit recommendations are implemented at a rate of approximately 20%.			KPI: Number of audit recommendations implemented within 12 months of report date	Process		SharePoint Corrective Action Form: Create an automated Corrective Action Form within SharePoint. The Corrective Action Form will require audit clients to identify an owner for implementing the recommendation, and a target date for implementing the recommendation or an alternative solution. The initiative progress is measured with various milestones.	Working with LMTS to complete		
						Impactful Follow Up Process: Create an automated Impactful Follow- Up Process within SharePoint. The Follow- Up Process will require the auditor (IA) to perform testing to verify that corrective actions have been implemented and are effective. The progress is measured with various milestones.	Started a pilot program in which the auditor performs testing to verify that corrective actions have been implemented and are effective.		
9. Facilitate the Establishment of an Audit Committee: The Office of Internal Audit will report functionally to an independent audit committee comprised of members of the Metro Council, the Mayor's Office, and citizens of Louisville Metro before CY2017. The Office of Internal Audit currently reports jointly to the Metro Council and Administration, which is a challenge to our departmental independence.			KPI: On the implementation of the audit committee	Project		Draft Audit Committee Proposal: To draft a proposal for an Audit Committee and submit it to Metro Council and the Administration.	A draft proposal for an Audit Committee has been completed and submitted to Metro Council and the Administration.		



Key Performance Indicators



Annual Staff Productivity Rate

Baseline: 69.5%

Target: 75%

Current: 73%

Source(s): Metro PeopleSoft and Calendar Year Activities Spreadsheet



STRATEGIC PLAN CHANGES

Catalogs changes to a department's strategic plan as it relates to amended goal and/or initiative language.

Old Goal Description	New Goal Description	Reason the goal was edited	Date the goal was edited
04. Complete an entity-wide assessment of risk management processes and capabilities by FY15.	04. Identify risk management processes within each of Metro's Departments and Agencies by FY17. Risk management processes include a department or agency's process for identifying, analyzing, and subsequently accepting or mitigating risk. By definition, an entity wide assessment of risk management includes 100% of departments and agencies within the organization.	As a result of a review of our resources and in an effort to coordinate with other risk management agencies in Metro, the completion date of the goal had to be changed from FY15 to FY16	10/13/2014
04. Identify risk management processes within each of Metro's Departments and Agencies by FY16. Risk management processes include a department or agency's process for identifying, analyzing, and subsequently accepting or mitigating risk. By definition, an entity wide assessment of risk management includes 100% of departments and agencies within the organization.		Further review of our resources and in an effort to coordinate with other risk management agencies in Metro, the completion date of the had to be changed from FY16 to FY17.	2/27/2015
05. Begin implementing the automation of an electronic work paper system before Fiscal Year 2015. Our goal is to reduce the use of hard copy audit files by 75%, as we currently retain 100% of our audit files in paper form.	05. Begin implementing the automation of an electronic work paper system during Fiscal Year 2018. Our goal is to reduce the use of hard copy audit files by 75%, as we currently retain 100% of our audit files in paper form.	Changed to a long term goal due to the complexities and uncertainty regarding the use of SharePoint for Internal Audit work papers.	10/22/2014
05. Begin implementing the automation of an electronic work paper system before Fiscal Year 2018. Our goal is to reduce the use of hard copy audit files by 75%, as we currently retain 100% of our audit files in paper form.		Changed timeframe of completion from before FY18 to during FY18.	3/10/2015
07. Increase our staff certification level from the current 42% to 90% by FY16. The Certified Internal Auditor designation, while not required, is encouraged for all Internal Audit staff members.	07. Increase our staff certification level from the current 42% to 85% by FY16. The Certified Internal Auditor designation, while not required, is encouraged for all Internal Audit staff members.	The goal was reduced from 90% to 85% to be a more realistic goal. The Office of Internal Audit has a staffing level of 7 employees, if 6 out of 7 employees were certified, it would be at 85%. The 90% was unrealistic due to the way the goal is measured. It would either be 85% or 100%.	11/10/2014
06. Include the total amount of potential dollar recoveries and savings identified during the fiscal year annually in our Activity Report before January of FY 2015. We would like to increase the information that we currently, report as we do not currently track and report this information.	06. Include the total amount of potential dollar recoveries and savings identified during the fiscal year annually in our Activity Report before January of FY 2018. We would like to increase the information that we currently, report as we do not currently track and report this information.	Updated goal completion time.	3/10/2015



Accomplished Goals



Status Legend									
Health				Progress				Reported in LouieStat	
Not Started: Not started but is expected to start on time				25% - some action steps, required for the initiative, are completed				yes	
Off-track: Not started, overdue or in progress, but behind schedule and with issue that affects completion date				50% - about half the action steps, required for the initiative, are completed				no	
Slightly Off-track: In progress, but behind schedule and with issue that may affect completion date				75% - most action steps, required for the initiative, are completed				not applicable	
On-track: In progress, on schedule, and expected to be completed on time				100% - all action steps, required for the initiative, are completed					
Accomplished: Is completed									
Goal Description	Goal Percent Progress	Goal Health	Goal KPI and Analysis	Process or Project	Reported in LouieStat	Initiative	Progress Description	Initiative Percent Progress	Initiative Health
3. Auditor Professional Development: Average 5 days of continual professional development per auditor for the year by FY14. Our goal is ensure all of our staff regardless of certification status, comply with the Cerified Internal Audit certification requirement, which is 40 hours per year.				Process		Allocate necessary financial support: Allocate the necessary financial support out of the annual budget so that each auditor has the ability to attend conferences, seminars, webinars and in house training programs.	This Goal is complete.		

Strategic Planning Terms...

Enterprise: Includes all departments, agencies and offices under the jurisdiction of Louisville Metro Government.

SMART: Stands for **S**pecific **M**easurable **A**ctionable **R**ealistic and **T**ime-bound.

SMART Goal: A specific outcome that a department desires to achieve. We strive to make our goals *SMART* so that we can easily, accurately and confidently report our progress against them.

Initiative: Describes the course(s) of action that the department will take in an effort to achieve a specific goal. An initiative may often run parallel to or work interdependently with other initiatives that are aligned against the same goal.

Initiative Progress: Describes the outcome of the courses of action taken and outlines what resources and/or programs the department utilized, implemented, or created to ensure the success of the actual initiative itself.

Action Steps “Tasks”: These are the discrete steps that it will take to accomplish an initiative; they are analogous to the items that would be on a “to do list”.

Key Performance Indicator (KPI): It is a measurement, preferably numerical, that reflects the level of performance that is critical to success. KPI’s should be validated by their *Source* and chosen method of analysis and calculation.

Benchmark: The agreed upon value or measure recognized by industry participants as being the “best practice” in the industry or field (i.e., best in class or world). Benchmarks may be set by statute, regulation or professional standards.

Baseline: A standard against which present or future performance can be compared. It is essentially the measurement that provides a basis for comparison from where you use to be to where you currently are or desire to be. A well defined *SMART* Goal should clearly define how to calculate the value of your Baseline.

Source: The data, statistics and information that is collated either internally (department and/or Metro) or externally (federal or state government agencies, or non-governmental entities such as non-profits/advocacy organizations, or private companies). The Source should inform as to where the data originated, how it was collected, who collected it and who owns it; it validates the KPI.

Target Start Date: This is the date that the goal or initiative is “planned” or intended to be started.

Actual Start Date: This is the date that the goal or initiative is actually started.

Target End Date: This is the date that the goal or initiative is “planned” or intended to be completed.


Actual End Date: This is the date that the goal or initiative is actually completed.





2015


Strategic Planning Terms...


Health: Describes whether or not the goal or initiative is on schedule based upon the *Target Start Date* and *Actual Start Date* and the *Target End Date* and *Actual End Date*. Health is indicated by using a color-coded index; the index colors are purple, red, yellow, green and blue.

 Not Started: Goal/Initiative is not started but is expected to start on time.


 Off Track: Goal/Initiative is not started and is overdue or goal/Initiative is in progress, but behind schedule and has an issue that will affect completion.


 Slightly Off-Track: Goal/Initiative is in progress, but behind schedule and has an issue that may affect completion date.


 On-Track: Goal/Initiative is in progress, on schedule, and expected to be completed on time.


 Accomplished: Goal/Initiative is completed.

Progress (% Complete): An approximate percentage of completion for a given Initiative.

 25% - some action steps, required for the initiative, are completed

 50% - about half the action steps, required for the initiative, are completed

 75% - most action steps, required for the initiative, are completed

 100% - all action steps, required for the initiative, are completed

Progress Report: report on progress for current and active goals/initiatives.

Change Report: catalogs changes to a department's strategic plan as it relates to amended goal and/or initiative language.

Transfers & Deletions Report: contains a list of the goal and/or initiatives that have been removed from a strategic plan due to changes in a department's current programmatic, operational, or fiscal state or transferred due to reorganization of a department's structure.

Accomplished Goals Report: contains a list of all the goals that have been accomplished by the department during the timeframe of the strategic plan.



2015

Contact Us	Notes:
Office of Internal Audit 609 West Jefferson Street Louisville, KY 40202 (502) 574-3291	
Ingram Quick, Director Jason Byrd, SPL X3264	

Ingram Quick, Director
Jason Byrd, SPL X3264

[illegible]

“My dream for Louisville is to create a clean, green, safe and inclusive city where people love to live and work...”

Mayor Greg Fischer



Our Journey of Change...



2015